



**The 2-nd International BENCHMARKING conference**

**Dubai**

**December 5-6, 2007**



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# **«20 KEYS®»**

## **THE SYSTEM FOR ENTERPRISE EXCELLENCE MANAGEMENT**

**SAMOYLOV YURY**

**Member of the GBN Board**

**Executive director of the Russian Organization for Quality**

**Vice-President of the Russian benchmarking club “BUSINESS EXCELLENCE”**

**[www.mirg.ru](http://www.mirg.ru) [www.benchmarkingclub.ru](http://www.benchmarkingclub.ru)**





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**TO BE COMPETITIVE ENTERPRISE HAS TO RESPONSE TO THE PRESENT  
IMPERATIVES AND BE**

## **BETTER**

**To increase the quality of products and services,  
maximum satisfy the client**

## **FASTER**

**To reduce production cycle without  
increasing prime cost**

## **CHEAPER**

**Maximum return profit into the  
Development of production means**



## MAIN GOALS OF «20 KEYS®»

ALL PROCESS OF THE ENTERPRISE SHOULD BE CONTINUOUSLY DEVELOPED AND BE

### BETTER

- Fewer mistakes
- Less rework
- Better product yield

### FASTER

- Right product
- Right amount
- Right time

### CHEAPER

Less waste of materials, equipment and time

*Once a company has managed to energize it's workforce towards improvement it has enabled itself to continuously become **BETTER, FASTER AND CHEAPER***



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TASKS	№	20 KEYS
<b>Energize workplace</b>	<b>1</b>	Cleaning & Organizing to Make Work Easy
	<b>2</b>	Rationalizing the System/Goal Alignment
	<b>3</b>	Small Group Activities (SGA)
	<b>10</b>	Regulations for Work & Repose ( <i>Workplace Discipline</i> )
<b>Reducing of expenses/ increasing Efficiency</b>	<b>6</b>	Kaizen of Operations
	<b>13</b>	Eliminating Waste
	<b>14</b>	To create comfortable conditions to make improvements
	<b>17</b>	Efficiency Control
	<b>19</b>	Conserving Energy & Materials
<b>Quality Assurance</b>	<b>7</b>	Zero Monitor Manufacturing
	<b>9</b>	Maintaining Machines & Equipment
	<b>11</b>	Quality Assurance
	<b>12</b>	Developing your Suppliers
	<b>15</b>	Skill Versatility & Cross-Training
<b>Reducing Work-in-Process /more operative logistic</b>	<b>4</b>	Reducing Work-in-Process
	<b>5</b>	Quick Changeover Technology
	<b>8</b>	Coupled Manufacturing/Production
	<b>16</b>	Production-technology process control (production scheduling)
<b>Technology development</b>	<b>18</b>	Using Information System
	<b>20</b>	Leading Technology/Site Technology



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**PRACTICAL  
PROGRAM  
Of  
REVOLUTIONS in  
FACTORIES**

**«PPORF.20KEYS®» ACCUMULATES ALL FAMOUS  
APPROACHES IN BUSINESS EXCELLENCE OF THE  
COMPANIES AND WORKS LIKE  
SYSTEM INTEGRATOR**



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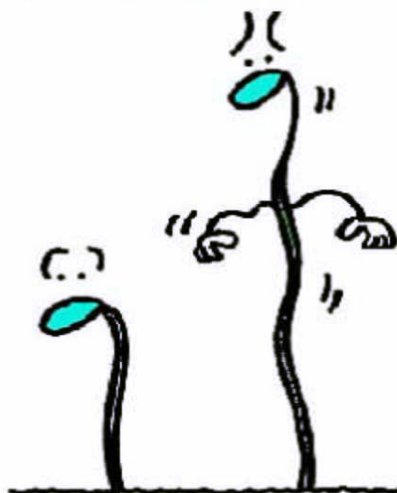


PPORF  
20 Keys Power



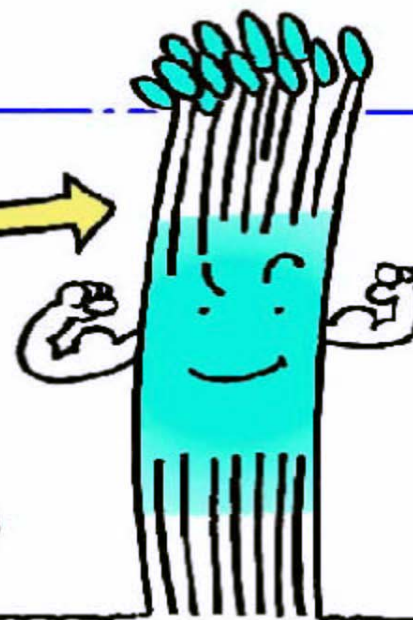
Award

Target line



One KAIZEN method does not achieve the goal

We are all  
working  
closely  
together to  
improve our  
strenght!



It is possible to attain goals every year  
with the 'Power of 20'



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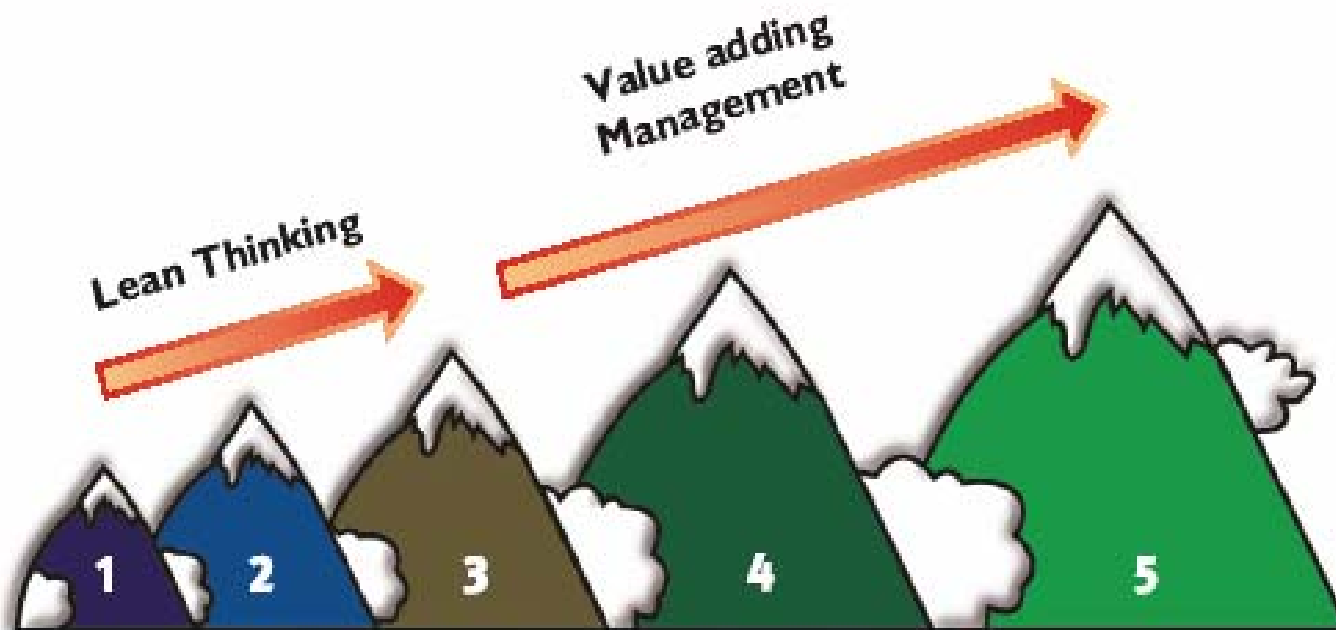
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The most remarkable benefit of the programme is the level of involvement which is created in the organisation, and Prof. Kobayashi says:

*“When all employees are aware  
of the company's position  
in relation to other enterprises,  
a true feeling of competition is developed  
and they will do whatever they can to win”.*

*“Management and workers will cooperate in their efforts to raise quality and productivity.”*



Prof. Kobayashi visually relates lean thinking and the 20 Keys, as shown above.



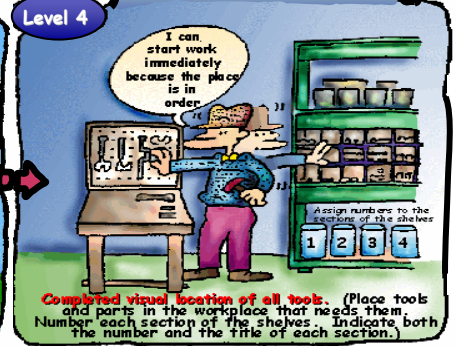
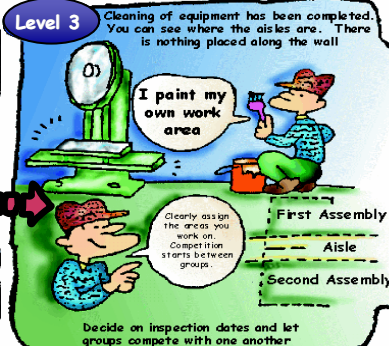
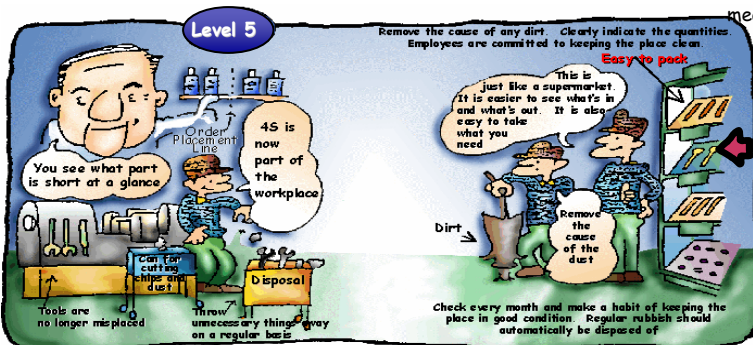
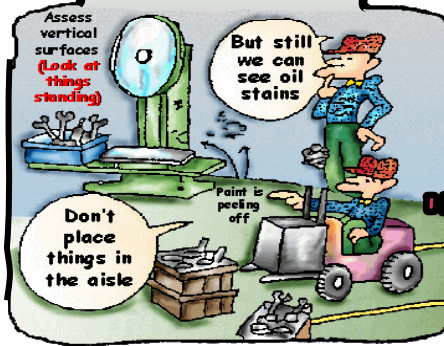
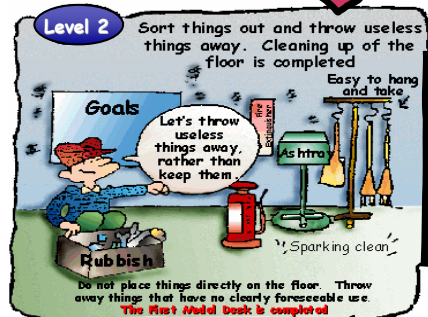
### Visualization of the levels of excellence for all type of workers and servants

#### KEY № 1

**Cleaning & Organising**  
Seiri (Sort and order), Seiton (keep place in order), Seiso (Clean up), Selketsu (Maintain cleanliness).

• *4 S to make your job easier!* •

4S in the 20 Keys program is not something imposed on you, but something that helps you because these tools make your job simple and easy. The first step is to build company-wide common understanding and then to steadily climb from level 1 to level 5. 4S is the basis of productivity improvement as it links with the other Keys included in the program. During the course of its implementation, you may also see improvement in the other Keys. This is due to the linkage effect between all the Keys, which in turn is an indication of the positive spreading of 4S throughout the workplace. 4S makes your work easier and more meaningful.





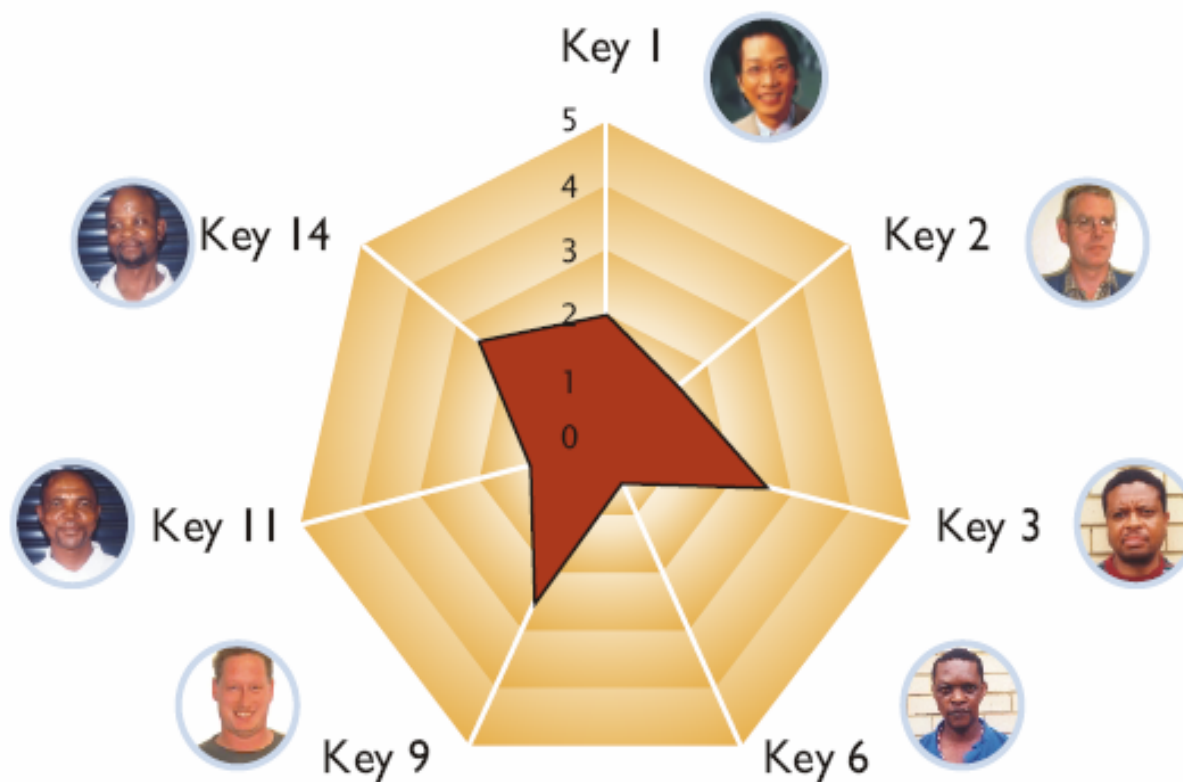
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## 20 Keys Radar Chart

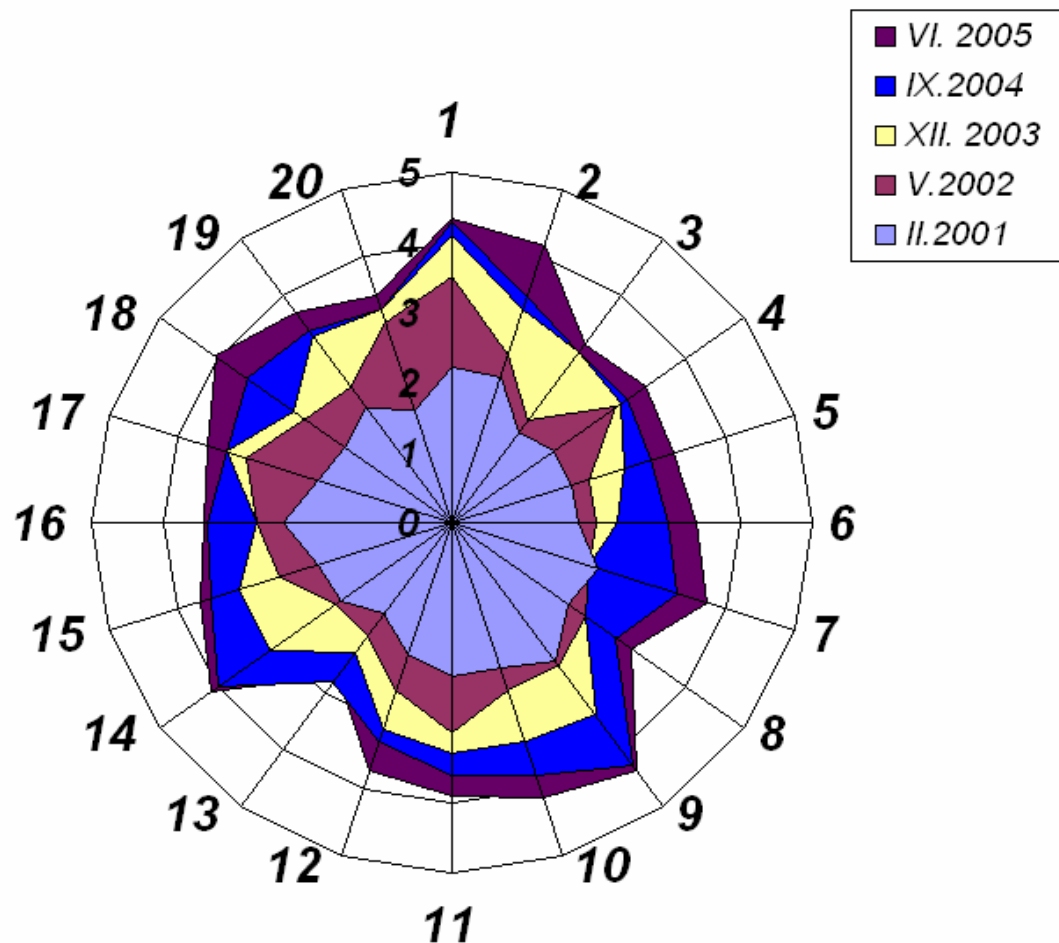




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1,97	II.2001
2,48	V.2002
2,96	XII. 2003
3,39	IX.2004
3,65	VI. 2005

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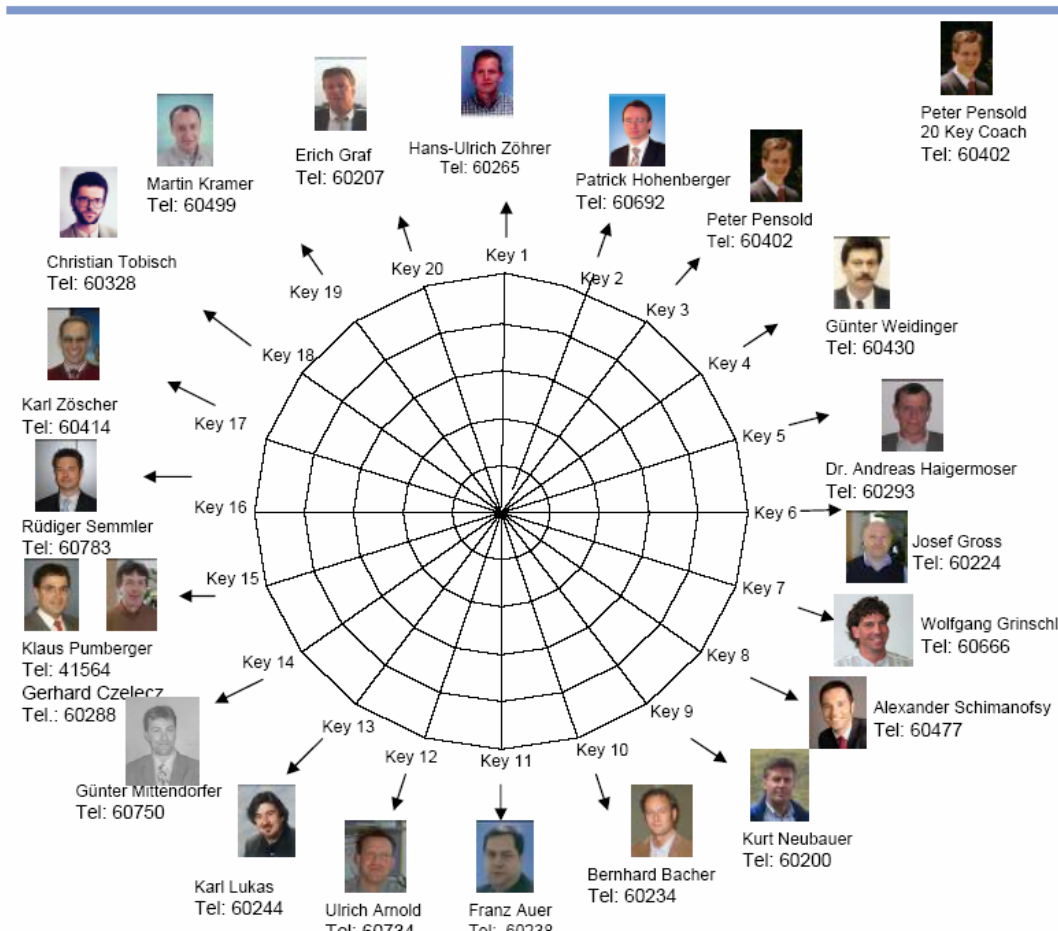
We are working closely with our Partner in Germany

(SIEMENS TRANSPORTATION SYSTEM)

20 KEYS® Siemens TS BG Graz

Fabrikwelt

TS BG Graz

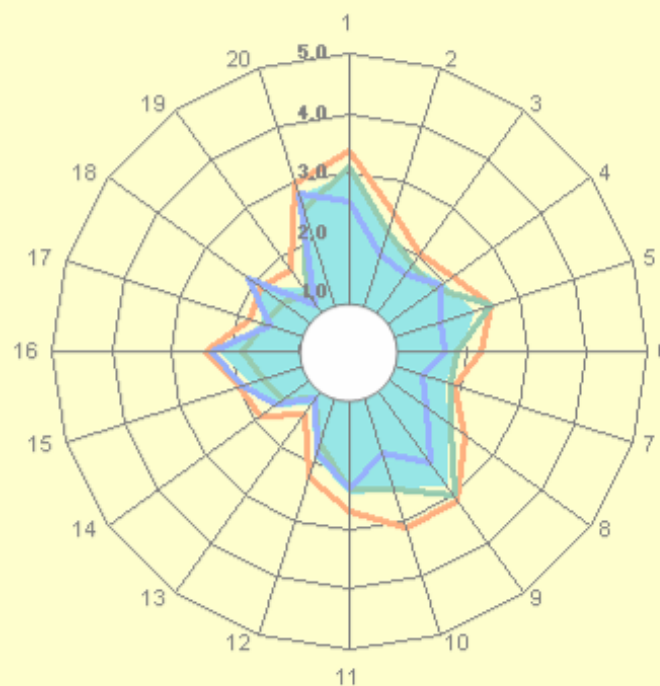
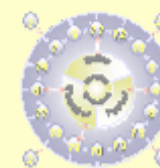


- Key 1 Arbeit erleichtern durch Ordnung und Sauberkeit.
- Key 2 Unternehmensziele nachhaltig umsetzen.
- Key 3 Mit top Gruppen die Prozesse verbessern.
- Key 4 Bestände reduzieren.
- Key 5 Rüsten beschleunigen.
- Key 6 Prozesse analysieren und verbessern.
- Key 7 Prozesse überwachungsfrei gestalten.
- Key 8 Prozessabläufe koppeln.
- Key 9 Instandhaltung produktiv machen.
- Key 10 Disziplin am Arbeitsplatz leben.
- Key 11 Qualität erzeugen und sichern.
- Key 12 Lieferanten einbinden und entwickeln.
- Key 13 Verschwendung beseitigen.
- Key 14 Verbesserung selbst umsetzen.
- Key 15 Mitarbeiter vielseitig qualifizieren.
- Key 16 Produktion planen und steuern.
- Key 17 Effizienz selbst steigern und regeln.
- Key 18 Informationstechnologie zielgerecht einsetzen.
- Key 19 Energie und Material einsparen.
- Key 20 Unternehmens-Know-How beherrschen und sichern.



## The first results of benchmarking on SIEMENS TRANSPORTATION SYSTEMS FACTORIES

20Keys® - Benchmark- SIEMENS Transportation Systems  
Management-Team



all plant pilots STS Vienna BG Graz LM Munic



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## Goal alignment of all departments with the corporate goal of the company

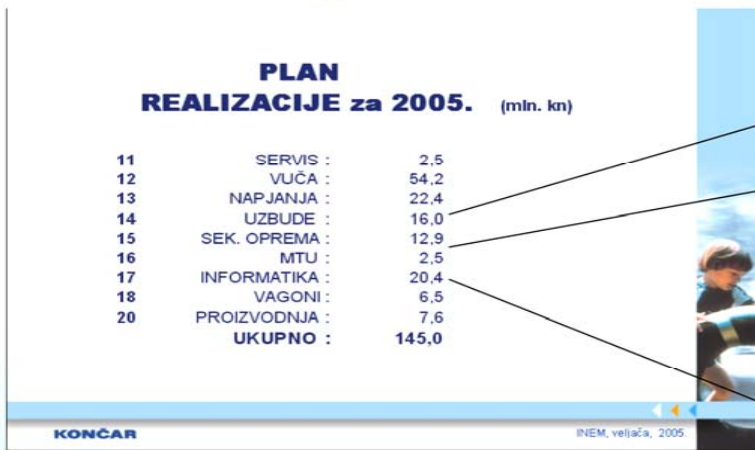


# K2

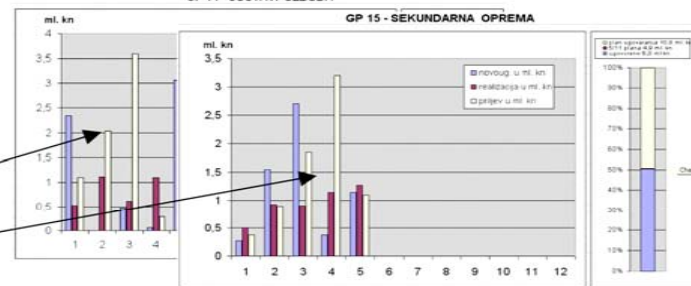


## Goal alignment

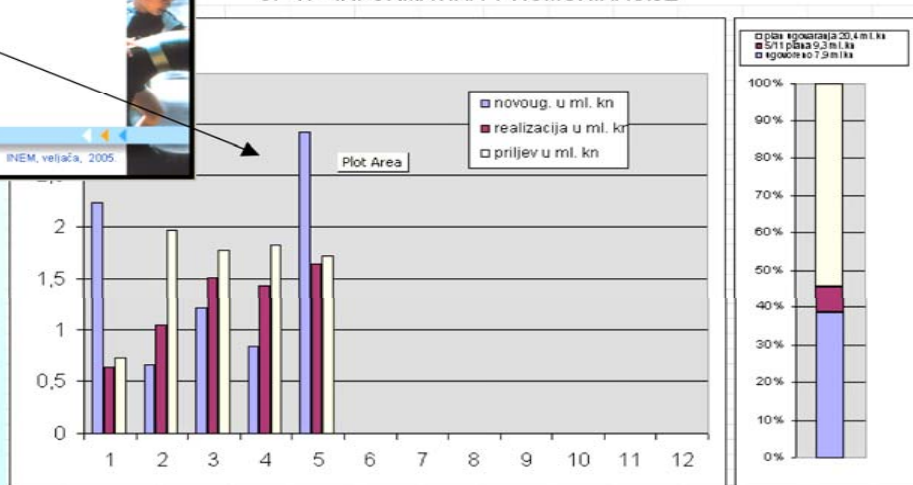
### Visualization of goals



GP 14 - SUSTAVI UZHUDA



GP 17 - INFORMATIKA I KOMUNIKACIJE





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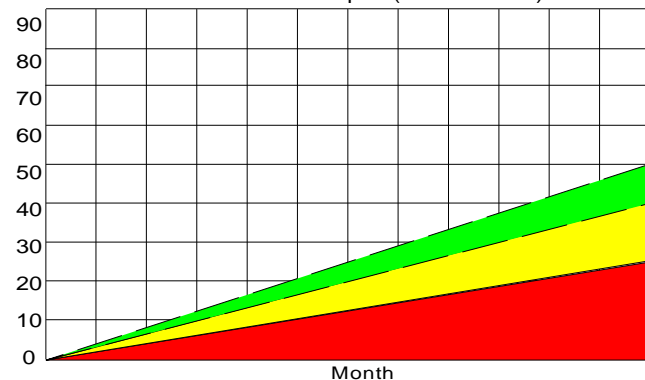
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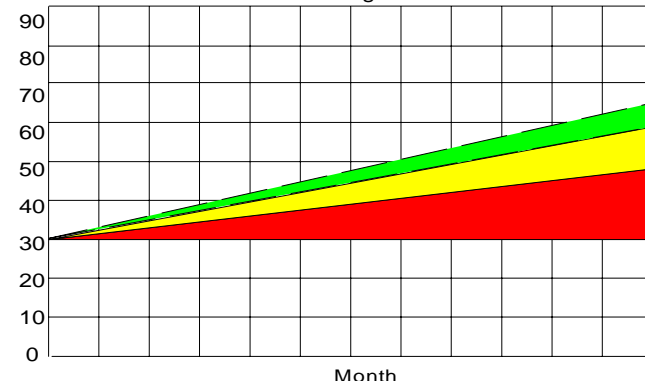
## OVERALL ACTION PLAN (South Africa Republic)

Key No.	Key Title	Division / Section		Ref. No.	Preparation Date	Approval Date								
13	Eliminating Waste	Cellhouse		JB I	01/04/99	03/04/99								
		Team S. Harris, R Jones, J White, H Banco, C Charles, J Barry, I March		Responsible Manager/Supervisor J Benade	Supervisor/Manager P D Wickens	Signature (approval)								
Slogan		Numerical Target	Current Score	Target Score										
Mine out waste at every opportunity		Improve value adding work rate to 65%	1	3										
No	Action	Resp. Person	Month											
			1	2	3	4	5	6	7	8	9	10	11	12
1	Train SGA members about waste	Simon	→											
2	List value adding work and waste activities	Richard		→										
3	Determine route map & develop checksheets to measure waste	James			→									
4	Measure waste & draw treasure mountain map	Hanna			→	→								
5	Set goals for improvement	Johan				→								
6	Discuss waste in SGA meetings and to eliminate this waste	Johan & Team				→								
7	Implement first changes (train employees)	Johan					→							
8	Measure waste (value adding work rate)	Ingrid						→	→					
9	Develop further improvements in SGA meeting	Simon								→				
10	Measure waste (value adding work rate)	Richard										→		
11	Link other Keys to the improvement drive	Johan											→	
Colour Achievement:			○	○	○	○	○	○	○	○	○	○	○	○
Comments : Supervisor			Comments : Manager											

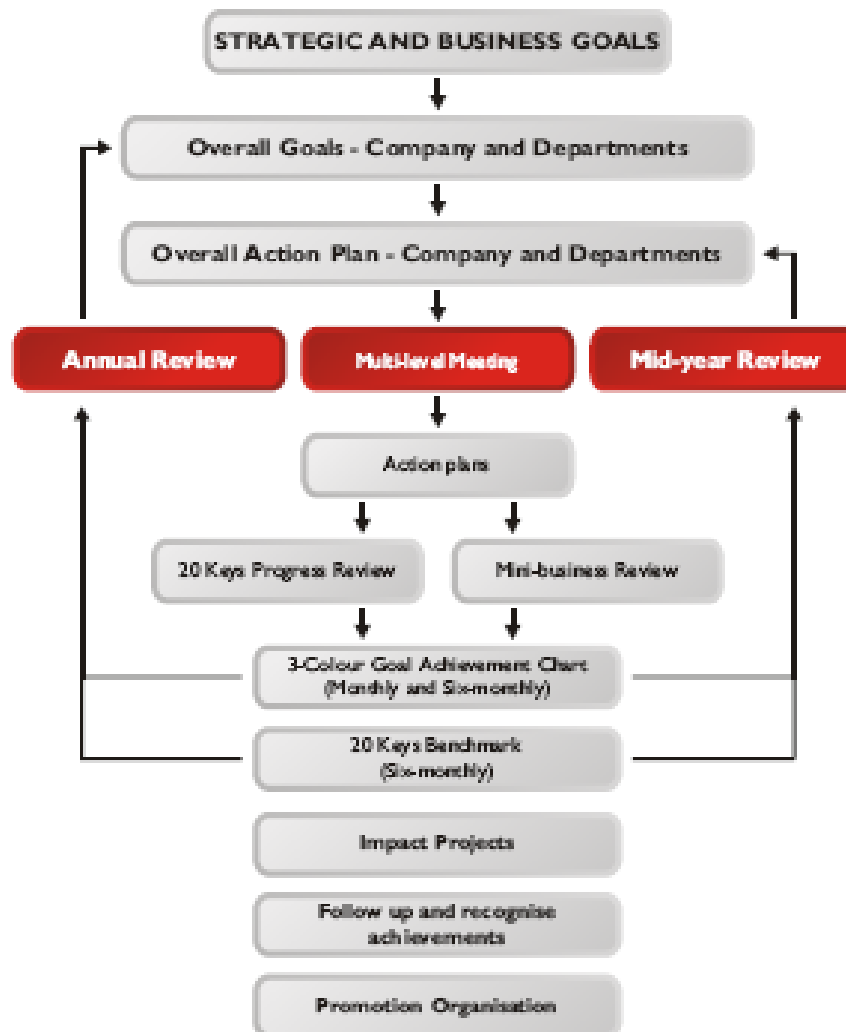
Goal Achievement Graphs (Checksheets)



Value Adding Workrate



## Multilevel – meeting







**March 2007 benchmarking visit of  
Russian managers to German and  
Austrian companies introducing 20  
KEYS ®**

**We began the development of  
20 KEYS ® program in Russia**



## **PRESENTATION OF THE RUSSIAN LANGUAGE BOOK OF IWAOKOBAYASHI IN TOKYO**



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**November 6, 2007 within the frames of World Quality Day and European Quality Week forum in Russia in hero-city Volgograd there was a seminar on 20 Keys together with leading experts from**

**SIEMENS TRANSPORTATION SYSTEM**

**[www.vdk2007.ru](http://www.vdk2007.ru)**



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January 2-5, 2008 in Moscow there will be a training seminar on 20 KEYS which will be held by YOUSHIYUKI KOBAYASHI. There will be Participants from Germany, Croatia, Norway, Egypt, South Africa Republic, Russia, Bulgaria, Estonia and others.

**JOIN US!!!**



**Thank you for your attention!**

**Yury Samoylov**

**Executive director of Russian Organization for Quality**

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